

77-9926/2

P-1.6  
26 Oct 77

8 Nov 1977

MEMORANDUM FOR: Director of Personnel

Fitness Report Task Force

Attention: [ ] OP/Review Staff

25X1

FROM : Director of Central Intelligence

SUBJECT : Recommendations Concerning Personnel Evaluation

The attached papers may be of benefit to you in your review of our Fitness Report system.



STANSFIELD TURNER

Attachment:  
ER 77-9926/1

(EXECUTIVE REGISTRY FILE

P/1.6

0/Acting DDCI [ ] skm (31 Oct 77)

Distribution:

Orig - Director of Personnel

1 - [ ] OP/Review Staff

1 - DCI

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Approved For Release 2004/02/19 : CIA-RDP80M00165A000100030001-8

SUBJECT: (Optional)

ROUTING AND RECORD SHEET  
Recommendations Concerning Personnel Evaluation

FROM

Deputy Chief  
Language Learning Center, OTR  
426 C of C  
*rd*

EXTENSION

NO.

DATE

26 October 1977

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. ADDCI  
7E12 Hqs

2.

3. DCI  
7E12 Hqs

4.

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15.

1 to 3:

Sir:

I recommend that you send a copy of this paper to the task force studying Fitness Reports and the Director of Personnel. I have attached copies for you to transmit.

*/s/* Jack Blake

John F. Blake

Att: ER 77-9926/1

Distribution:

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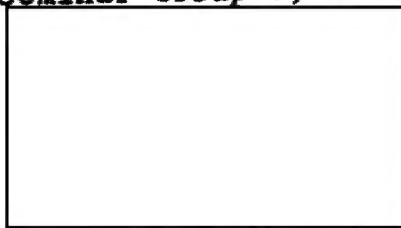
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77-9926/1

26 October 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM: Seminar Group V, Midcareer Course No. 58



C)

(ODP)

CIS)

okesman (Deputy Chief,  
Language Learning Center, Office of  
Training)

SUBJECT: Recommendations Concerning Personnel  
Evaluation

1. This memorandum is being sent directly to you in response to the request you made during your 21 October meeting with Midcareer Course No. 58.

2. Attached is a list of recommendations concerning personnel evaluation which our seminar group developed and presented before the other members of the Midcareer Course.

3. There is no claim to originality. Some of the suggestions are already in practice in some components, and recommendations were based on observation of successful application. Some of the recommendations can be introduced on the initiative of the individual supervisor without any reorganization of the personnel evaluation system.

4. While there was consensus on the point that the existing Agency personnel evaluation system can be made to work more effectively without major reorganization, the members of Seminar Group V did not necessarily reach full consensus on every one of the attached recommendations. The recommendations are not listed in any particular order of importance.

(EXECUTIVE SUMMARY)

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Attachment

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ADMINISTRATIVE

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Seminar Group V  
Midcareer Course No. 53

Recommendations Concerning Personnel Evaluation

Fitness Report

1. When writing the narrative portion of the Fitness Report, the supervisor should follow as a guide the ranking criteria used by the employee's career panel.
2. Provide specific orientation for all supervisors to ensure that Proficient (P) is the norm Agency-wide.
3. Fitness Reports should be written to include the statement that an attempt is being made to adhere closely to the definitions of the letter ratings.
4. The supervisor should include specific examples of performance, including comparison with the performance of others doing similar work, when assigning the letter rating of Outstanding (O).
5. The reviewer should include a statement comparing the employee's performance with that of others performing similar duties.
6. Each employee should be required to write a statement to be attached to the Fitness Report concerning his or her view of the evaluation. (This may require a revision of the Fitness Report form.)
7. Each employee should be invited to suggest items for the supervisor to consider for inclusion in the upcoming Fitness Report to ensure completeness in the view of the employee.

Letter of Instruction

8. Use of the Letter of Instruction (LOI) as a means for clarifying and stating formal or informal work-related objectives, objectives for professional development, etc., should not preclude use of part of the LOI to provide a detailed list of duties which can then aid in mutual understanding of special projects, add-on tasks, etc.

ADMINISTRATIVE

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### Career Panels/Boards

9. The number of employees ranked and evaluated by some panels or boards should be reduced to a "manageable" number. For example, a "sub-panel" could rank employees within a division, and a "senior" panel could rank the higher-ranked employees from each division.

10. On each panel or board there should be an individual with recent, direct supervisory knowledge of the employee being ranked. In lieu of this, a panel member should be required to conduct a structured interview of a current or recent supervisor, using as a guide the panel ranking criteria.

11. Official criteria for ranking and promotion should be a little more uniform throughout the Agency, dealing equitably with such factors as time in grade, experience, etc.

12. More use should be made of the career counselor--employee channel for passing on suggestions for career development, overcoming deficiencies, etc., that are discussed concerning the employee within the context of the career panel meetings. An effort should be made to integrate such suggestions into the LOI in consultation with the supervisor.

13. In their ranking exercises, career panels should be directed to emphasize the employee's most recent (past three to five years) record and most specifically the current Fitness Report and supervisor interview. An employee's overcoming of earlier limitations should be viewed positively.

### Promotions

14. Promotions should be based on the panel's ranking and recommendations for promotion and not tied to whether or not a supervisor chooses to write a recommendation for promotion. However, the supervisor should be informed of the panel's intention.

15 MAY 1964

DD/A Registry

Executive Registry

177-4926

MEMORANDUM FOR: Director of Central Intelligence

FROM: Michael J. Malanick  
Acting Deputy Director for Administration

SUBJECT: Questions from Midcareer Course No. 58 (U)

(C) In preparation for their meeting with you on 21 October 1977 at 1130, the members of Midcareer Course No. 58 prepared a list of concerns they would like you to discuss with them. They are particularly interested in the current reorganization of the Intelligence Community and your general perception of the Central Intelligence Agency, particularly the Directorate of Operations and the National Foreign Assessment Center. You may wish to make some general comments and then open the meeting to class discussion. Areas of greatest concern are:

a. Intelligence Community

(1) How are you balancing your dual role as Director of Central Intelligence and Director of the Central Intelligence Agency? Specifically, what do you wish to accomplish by reorganizing the Intelligence Community? What role will the DDCI play in this? How will the formation of the National Intelligence Tasking Center impact on Agency requirements and tasking?

(2) The class perceives that spokesmen from the Intelligence Community and Agency top management seem uncertain and confused about the direction of the Intelligence Community against a background of Congressional investigations. How do you see this phenomenon?

(3) What steps have you initiated to stop leaks of classified information from Congress and the Intelligence Community, including the Agency? What effect have they had? What more can be done?

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SUBJECT: Questions from Midcareer Course No. 58 (U)

b. Central Intelligence Agency

(1) How do you feel the CIA and its product is regarded by the President, the National Security Council, and the Cabinet? Now that you have been on board for about seven months, how have your perceptions of the Agency changed?

(2) What are your views on bringing in outside experts to provide an alternative point of view on major intelligence problems? Do you believe that such a process will improve the intelligence product? Will it improve objectivity or open up intelligence production to political bias, as some have charged was the case with the Team A - Team B exercise regarding the recent Soviet estimate?

(3) What do you foresee as the long-term role and size of the Directorate of Operations?

(4) Would you please comment on your philosophy of personnel management? What personnel policies would you like to see implemented in the Agency? Do you believe that promotion and other personnel procedures should be standardized throughout the Agency? Do you regard a quota system as a valid means of dealing with Equal Employment Opportunity?

(5) The class perceives a decline in morale throughout the Agency. What can be done to improve it?

75/ Michael J. Malanick

Michael J. Malanick

Attachment:  
Photographs of Midcareerists (C)

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1 - ADDCI, w/o att  
✓ 1 - ER, w/o att  
2 - ADDA, w/o att

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